



# CHAPTER 4 Housing and Community Development Strategy

The five-year Housing and Community Development Strategy is final section of the 2005-2010 Consolidated Plan for the City of Sunnyvale. The Strategy describes:

- General priorities for assisting households;
- Strategies and activities to assist those households in need; and
- Specific objectives identifying proposed accomplishments.

The Strategy also addresses the following:

- Available resources to implement proposed strategies;
- Anti-poverty strategy;
- Reducing hazards due to lead-based paint in older homes;
- Institutional structure for implementing strategies;
- Reduction of barriers to affordable housing; and
- Coordination among agencies

The Strategic Plan focuses on activities to be funded with the two entitlement grants that the City receives from the federal government (CDBG and HOME). Where appropriate, the use of other funding sources to address identified housing and community development needs will be discussed to provide a comprehensive picture of the City's overall housing and community development strategy.

## 4.1 Monitoring of Funded Activities

The City of Sunnyvale has established a monitoring process that includes annual on-site monitoring and review of agency administration, fiscal management, and program management. Sub-recipients of federal funds are required to maintain documentation of performance indicators for inspection by the City, with an audit trail from source document worksheets to reports. The City will continue to annually review the progress made in achieving the goals outlined in the Consolidated Plan. The City will continue to prepare detailed agreements with sub-recipients outlining the responsibilities involved with the receipt of federal funds and the performance standards that must be met. Sub-recipients will also be required to submit quarterly performance reports describing which program goals have been achieved. In addition, the City is required to prepare annual end of year evaluations for the use of federal funds by outside funding agencies, which are submitted to the Housing and Human Services Commission for evaluation during the Human Services application process to Outside Groups.

As part of the City's monitoring process, the Housing Division of Community Development Department (CDD) provides a monitoring on-site schedule to sub-recipients in advance of site visits. As part of the advance notice for monitoring of sub-recipients, the City informs sub-recipients of:

- The monitoring schedule;
- City staff who will be involved in the monitoring process;
- The specific issues which will be the focus of monitoring;
- Specific activities and files to be reviewed; and
- The technical areas to be monitored.

As the City is currently providing federal funds to eligible sub-recipients for housing activities, it is anticipated that the existing monitoring process will be used. However, if a new federal program is available that requires modification to the monitoring process to assure compliance with the new program, appropriate modifications will be incorporated at the time of funding of the new program. HOME funded housing will be included in this process. This will include inspection of units, monitoring of rental loans for compliance with regulatory agreements, occupancy and rent requirements, property maintenance, and loan repayments.

## 4.2 Resources for Housing and Community Development Activities

The City of Sunnyvale agencies with which the city collaborates have access to a variety of federal, State, and local resources to achieve the City's housing and community development goals. Specific funding sources will be sought based on the opportunities and constraints of each project or program. Table 4-1 contains a list that summarizes sources of funding available to the City and its partners that may be used for implementing housing and community development activities. The list in Table 4-1 is not intended to be all inclusive, but to summarize some of the more common funding sources and uses of funds for which Sunnyvale, or organizations in Sunnyvale, may qualify.

**Table 4-1  
Public and Private Resources Available  
for Housing and Community Development Activities**

Program Name	Description	Eligible Activities
<b>Federal Programs (HUD)</b>		
<i>Community and Economic Development</i>		
Community Development Block Grant (CDBG)	Grants awarded to the City on a formula basis for housing and community development activities.	<ul style="list-style-type: none"> <li>▪ <b>Housing</b> <ul style="list-style-type: none"> <li>- rehabilitation</li> <li>- acquisition</li> <li>- home buyer assistance</li> <li>- land acquisition</li> <li>- land improvements</li> <li>- infrastructure for housing</li> </ul> </li> <li>▪ <b>Economic Development</b> <ul style="list-style-type: none"> <li>- business assistance</li> <li>- micro-enterprise</li> <li>- business rehabilitation</li> <li>- infrastructure for business</li> </ul> </li> <li>▪ <b>Homeless Facilities</b> <ul style="list-style-type: none"> <li>- emergency shelter</li> <li>- transitional housing</li> </ul> </li> <li>▪ <b>Public Works and Facilities</b> <ul style="list-style-type: none"> <li>- infrastructure</li> <li>- community centers</li> <li>- community facilities</li> </ul> </li> <li>▪ <b>Public Services</b> <ul style="list-style-type: none"> <li>- supportive services for special needs groups</li> </ul> </li> <li>▪ <b>Planning/Administration</b></li> </ul>
Section 108 Loan	Loan guarantee to CDBG entitlement jurisdictions for pursuing large capital improvement or other projects. Jurisdictions must pledge their future CDBG allocations for repayment of the loan. Maximum loan amount can be up to five times the entitlement jurisdiction's most recent approved annual allocation. Maximum loan term is 20 years.	<ul style="list-style-type: none"> <li>▪ Acquisition</li> <li>▪ Rehabilitation</li> <li>▪ Economic Development</li> <li>▪ On- or off-site Improvements w/new construction</li> </ul>
<i>Housing</i>		
HOME	Grants awarded to the City on a formula basis for housing activities.	<ul style="list-style-type: none"> <li>▪ New Construction</li> <li>▪ Acquisition</li> <li>▪ Rehabilitation</li> <li>▪ Home Buyer Assistance</li> <li>▪ Temporary Rental Assistance</li> </ul>
Housing Opportunities for Persons with AIDS (HOPWA)	Grants awarded to the City of San Jose, which provide facilities and services for persons with HIV/AIDS from throughout Santa Clara County.	<ul style="list-style-type: none"> <li>▪ Acquisition/Rehabilitation</li> <li>▪ Construction</li> <li>▪ Information and Referral</li> <li>▪ Resource Identification</li> <li>▪ Operating Costs</li> <li>▪ Rental Assistance</li> <li>▪ Supportive Services</li> <li>▪ Technical Assistance</li> </ul>

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Program Name	Description	Eligible Activities
Emergency Shelter Grants (ESG)	Grants awarded to the City of San Jose to implement a broad range of activities which benefit homeless persons. Because of the regional nature of homelessness, ESG funds expended by San Jose could support facilities and services for homeless individuals and families from Sunnyvale.	<ul style="list-style-type: none"> <li>▪ Shelter Construction</li> <li>▪ Shelter Operation</li> <li>▪ Social Services</li> <li>▪ Homeless Prevention</li> <li>▪ Homeless Program Staffing and Administration</li> </ul>
Section 8 Rental Assistance Program	Rental assistance payments to owners of private market rate units on behalf of very low-income tenants. Housing vouchers issued under the Section 8 Program are administered by the Housing Authority of Santa Clara County.	<ul style="list-style-type: none"> <li>▪ Rental Assistance</li> <li>▪ Public Housing</li> <li>▪ Housing Opportunities for People with AIDS</li> <li>▪ Moderate Rehabilitation</li> <li>▪ Shelter + Care</li> </ul>
Section 202	Grants to non-profit developers of supportive housing for the elderly.	<ul style="list-style-type: none"> <li>▪ Acquisition</li> <li>▪ Rehabilitation</li> <li>▪ New Construction</li> <li>▪ Rental Assistance</li> <li>▪ Support Services</li> </ul>
Section 811	Grants to non-profit developers of supportive housing for persons with disabilities, including group homes, independent living facilities, and intermediate care facilities.	<ul style="list-style-type: none"> <li>▪ Acquisition</li> <li>▪ Rehabilitation</li> <li>▪ New Construction</li> <li>▪ Rental Assistance</li> </ul>
Section 8 Moderate Rehabilitation (SRO)	Rental assistance for homeless persons in connection with the moderate rehabilitation of single room occupancy (SRO) dwellings	<ul style="list-style-type: none"> <li>▪ Rehabilitation to provide SRO-type housing</li> </ul>
Federal Housing Administration (FHA)	FHA insures mortgages given through conventional lenders for first-time homebuyers.	<ul style="list-style-type: none"> <li>▪ Homebuyer Assistance</li> </ul>

Program Name	Description	Eligible Activities
Mortgage Credit Certificate Program	Income tax credits available to first- time homebuyers for the purchase of new or existing single-family housing. Local agencies (County) make certificates available.	<ul style="list-style-type: none"> <li>Home Buyer Assistance</li> </ul>
<b>Homeless</b>		
Supportive Housing Program	Grants to improve quality of existing shelters and transitional housing; increase transitional housing facilities for the homeless.	<ul style="list-style-type: none"> <li>Homeless Assistance (Acquisition, New Construction, Rehabilitation, Conversion, Support Services, Operations)</li> </ul>
Shelter Plus Care Program	Rental assistance for hard-to-serve homeless persons with disabilities in connection with supportive services funded from sources outside the program	<ul style="list-style-type: none"> <li>Tenant-based rental assistance</li> <li>Sponsor-based rental assistance</li> <li>Project-based rental assistance with or without rehabilitation</li> <li>Rental assistance in conjunction with Section 8 Moderate Rehabilitation Program for SROs</li> </ul>
Federal Emergency Management Agency (FEMA) Emergency Grants	Grants to County organized to provide emergency homeless services, as Local Recipient Organization (LRO).	<ul style="list-style-type: none"> <li>Shelter Voucher</li> <li>Food Voucher</li> <li>Transportation</li> <li>Utility</li> <li>Emergency Rent and Mortgage Payment</li> </ul>
<b>State Programs</b>		
<b>California Housing Finance Agency (CalHFA)</b>		
Home Mortgage Purchase Program	CalHFA sells tax-exempt bonds to make below market loans to first time homebuyers. Program operates through participating lenders who originate loans for Cal HFA purchase.	<ul style="list-style-type: none"> <li>Home Buyer Assistance</li> </ul>
Multiple Rental Housing Programs	Below market rate financing offered to builders and developers of multiple- family and elderly rental housing. Tax exempt bonds provide below-market mortgage money.	<ul style="list-style-type: none"> <li>New Construction</li> <li>Rehabilitation</li> <li>Acquisition of properties with 20 to 150 units</li> </ul>

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Program Name	Description	Eligible Activities
Preservation Acquisition Program	Acquisition and preservation (including rehabilitation) of affordable housing developments financed through specified federal program.	<ul style="list-style-type: none"> <li>▪ Section 8 assisted</li> <li>▪ BMIR 221 (d)(3)</li> <li>▪ Section 236</li> <li>▪ Section 202</li> <li>▪ Programs under Rent Supplement Assistance</li> <li>▪ Section 515</li> <li>▪ Section 42 of the Internal Tax Revenue Code</li> </ul>
<b>Department of Housing and Community Development (HCD)</b>		
Mobile Home Park Conversion Program	Funds awarded to mobile home park tenant organizations to convert mobile home parks to resident ownership.	<ul style="list-style-type: none"> <li>▪ Acquisition</li> <li>▪ Rehabilitation</li> </ul>
California Emergency Housing Assistance Program (EHAP)	Program covers a wide variety of homeless assistance activities.	<ul style="list-style-type: none"> <li>▪ Homeless Assistance</li> </ul>
Multifamily Housing Program	Assist the new construction, rehabilitation and preservation of permanent and transitional rental housing for lower income households.	<ul style="list-style-type: none"> <li>▪ New construction,</li> <li>▪ Rehabilitation</li> <li>▪ Acquisition and rehabilitation</li> <li>▪ Conversion of nonresidential structures to rental housing</li> </ul>
Low-Income Housing Tax Credit(LIHTC)	Tax credits available to individuals and corporations that invest in low-income rental housing. Tax credits sold to corporations and people with high tax liability, and proceeds are used to create housing.	<ul style="list-style-type: none"> <li>▪ New Construction</li> <li>▪ Rehabilitation</li> <li>▪ Acquisition</li> </ul>
<b>Local Programs</b>		
Sunnyvale Housing Fund	Established to mitigate the impact of commercial and industrial development in Sunnyvale on the demand for affordable housing	<ul style="list-style-type: none"> <li>▪ Acquisition,</li> <li>▪ Rehabilitation</li> <li>▪ New construction</li> <li>▪ Preservation of At-Risk Hsg</li> <li>▪ Housing Trust</li> <li>▪ First time Homebuyer Support Program, including education, downpayment assistance loans and IDA's</li> <li>▪ Essential Workers Homeownership program</li> </ul>
Housing Trust Fund of Santa Clara County (HTSCC)	A nonprofit created through a cooperative effort of the private and public sectors, including the Housing Collaborative on Homelessness and Affordable Housing, the Silicon Valley Manufacturing Group, Santa Clara County, Community Foundation Silicon Valley, and a number of the county's cities	<ul style="list-style-type: none"> <li>▪ Acquisition</li> <li>▪ Rehabilitation</li> <li>▪ New construction</li> <li>▪ Predevelopment costs</li> <li>▪ Supportive housing services</li> <li>▪ Homeless and transitional housing facilities</li> <li>▪ First time homebuyer closing costs</li> </ul>

Program Name	Description	Eligible Activities
Housing Bond Trust Fund	Funded from administrative fees from Mortgage Revenue Bond issues and applicant and lender fees paid to the Mortgage Credit Certificate Program.	<ul style="list-style-type: none"> <li>▪ Acquisition</li> <li>▪ Rehabilitation</li> <li>▪ New construction</li> <li>▪ Homeless and transitional housing facilities</li> </ul>
Mortgage Revenue Bonds	The County and participating cities (including Sunnyvale) periodically issue tax exempt bonds to finance affordable housing activities. Bond proceeds are lent directly to housing developers/providers at below market rates of interest	<ul style="list-style-type: none"> <li>▪ New construction</li> <li>▪ Acquisition</li> <li>▪ Rehabilitation</li> </ul>
<b>Private Resources/Financing Programs</b>		
Federal National Mortgage Assoc. (Fannie Mae)	<p>Purchases home loans made by participating lenders so that lenders have additional funds to make more loans.</p> <p>Low Down-Payment Mortgages for Single-Family Homes in underserved low-income and minority communities.</p>	<ul style="list-style-type: none"> <li>▪ Home Buyer Assistance</li> <li>▪ Rehabilitation</li> </ul>
Savings Association Mortgage Company Inc. (SAMCO)	Pooling process to fund loans for affordable ownership and rental housing projects.	<ul style="list-style-type: none"> <li>▪ New Construction of single-family and multiple family rentals, self help housing, homeless shelters, and group homes for the disabled.</li> </ul>
Federal Home Loan Bank, Affordable Housing Program (AHP)	Direct subsidies to non-profit and for-profit developers and public agencies for affordable low-income ownership and rental projects.	<ul style="list-style-type: none"> <li>▪ New Construction</li> <li>▪ Home Buyer Assistance</li> <li>▪ Acquisition</li> </ul>

## 4.3 Housing and Community Development Priorities and Objectives

This section contains the priorities and objectives the City will pursue to address identified housing and community development needs.

Housing and community development priorities are divided into the following general categories:

- Housing
- Homeless
- Public Services
- Community Development

The strategy also addresses the federally required topics of reducing poverty, barriers to affordable housing, and hazards associated with lead-based paint.

### 4.3.1 Criteria for Establishing Consolidated Plan Priorities

In establishing its five-year priorities, the City of Sunnyvale has taken into consideration the following concerns:

- Categories of low- and moderate-income households most in need of assistance based on results of the Housing and Community Development Needs Assessment; and
- Programs and activities that best meet the identified needs; and
- Resources available and appropriate to address identified needs.

A priority ranking has been assigned to each category of housing and community development need as follows:

**High Priority:** Activities expected to be funded with entitlement grants by the City during the five-year period.

**Medium Priority:** Activities that may be funded by the City during the five-year period provided sufficient entitlement funds are available.

**Low Priority:** Activities that will not be funded by the City with entitlement grants during the five-year period. However, the City may support applications for funding from other sources if found to be consistent with this Plan.

**No Such Need:** The City finds there is no need for such activities or the need is already substantially addressed. The City will not support applications for funding from others for activities where no such need has been identified.

The needs summary tables integrated throughout this section identify the City's priorities for housing, special populations, and community development needs for the five-year period of this Consolidated Plan. These priority needs were determined based on an assessment of demographic and housing information, interviews with local service providers, results of the



Housing and Community Development Needs Survey, and consultation with the other public and private agencies. Proposed strategies contained in this section cover only those activities that are deemed to be of high or medium priority.

## 4.3.2 Housing and Supportive Services Needs and Objectives

### Estimate of Need by Income and Household Type

The City coordinates efforts in expanding and preserving affordable housing opportunities for low- and moderate-income households through the strategies and actions described in this section. **Table 4-2**, **Table 4-3**, and **Table 4-4** provides estimates of unmet needs and goals (quantified objectives) for CDBG and HOME-funded housing and related supportive services activities to be undertaken by the City. The estimated dollar amounts reflect only anticipated CDBG and HOME expenditures over the next five years. The estimates of unmet needs are based on the following sources of information:

- Renter and owner needs by income and household type are from the 2000 CHAS data provided by HUD (see **Table 3-20**). The estimated number of households with unmet needs includes only those households with incomes of 80% or less of median that reported any housing problem (overpayment, overcrowding, or substandard housing conditions).
- The number of special needs populations includes low- and moderate-income elderly and large family households with unmet needs (as shown in **Table 3-20**).
- The estimated number of persons with disabilities who have unmet housing needs is also based on HUD CHAS data as described in **Chapter 3, Section 3.1.7**. This estimate includes only those households with 80% or less of median income. HUD reported approximately 2,470 such households, of which approximately 1,030 were elderly households (counted as frail elderly in Tables 4-2 and 4-3). The estimate of unmet need for persons with physical and severe mental disabilities is based on the proportion of such households in relation to all persons with disabilities as reported in Section 3.1.7.
- The number of female-headed households with unmet special needs is based on the estimated number of very low-income single mothers (760) at the time of the 2000 Census, as calculated using HUD's 2000 median family income.
- The estimated unmet need among households with alcohol or drug abuse is based on 7.6% of the reported countywide need of 9,358 (see **Chapter 3, Section 3.1.7**). The City of Sunnyvale has approximately 7.6% of the countywide population.
- The estimated unmet need among households with HIV/AIDS is based on 7.6% of the reported number of individuals countywide (3,395), multiplied by 37%. The proportion of persons with HIV/AIDS countywide estimated to have unmet needs (37%) is described in **Chapter 3, Section 3.1.7**.

**Table 4-2**  
**(HUD Table 2A)**  
**Five-Year Housing Needs and Priorities**

Priority Housing Needs		Income	Priority Need Level	Unmet Need	Goals
Renter	Small Related	0-30%	High	860	230
		31-50%	Medium	1,126	
		51-80%	Low	781	
	Large Related	0-30%	High	199	190
		31-50%	Medium	375	
		51-80%	Low	395	
	Elderly	0-30%	High	606	125
		31-50%	Medium	394	
		51-80%	Low	160	
	All Other	0-30%	High	697	130
		31-50%	Medium	790	
		51-80%	Low	789	
Owner	Small Related	0-30%	High	230	200
		31-50%	High	281	
		51-80%	High	405	
	Large Related	0-30%	High	75	140
		31-50%	High	81	
		51-80%	High	119	
	Elderly	0-30%	High	915	50
		31-50%	High	391	
		51-80%	High	216	
	All Other	0-30%	High	159	50
		31-50%	High	134	
		51-80%	High	201	
Special Needs Populations*		0-80%	High	6,930	216
Total Goals**					1,331
Section 215 Renter Goals <sup>1</sup>					675
Section 215 Owner Goals <sup>2</sup>					440

\*Includes only special needs households not counted in the upper portion of Table 2A.

\*\*Goals include units of new construction, rehabilitation, preservation of "at-risk" units, handicapped accessibility, and rental subsidy.

<sup>1</sup> This goal relates to the number of affordable rental housing units as defined under section 215 (Title II) of the National Affordable Housing Act of 1990. A rental housing unit is considered to be "affordable" if it is occupied by a household earning no more than 80% of median income and if the unit costs the lesser of the Section 8 Fair Market Rent or 30% of the adjusted income for a household earning no more than 65% of median income.

<sup>2</sup> This goal relates to the number of affordable owner-occupied housing units as defined under section 215 (Title II) of the National Affordable Housing Act of 1990. An ownership housing unit is considered affordable if: 1) it is purchased as a principal residence by a first-time homebuyer earning no more than 80% of median income and has a sale price that does not exceed sales prices limits under the National Housing Act; or 2) it is owned and occupied as a principal residence by a household earning no more than 80% of median income, the unit is to be rehabilitated, and the value of the unit after rehabilitation does not exceed mortgage limits under the National Affordable Housing Act of 1990.

**Table 4-3**  
**(HUD Table 1B)**  
**Special Needs (Non-Homeless) Populations**

SPECIAL NEEDS SUBPOPULATIONS	Priority Need Level High, Medium, Low, No Such Need	Unmet Need	Anticipated Dollars to Fund (CDBG)	Goals
Elderly*	High	1,650	430,000	175
Frail Elderly*	High	1,030	165,000	100
Severe Mental Illness**	Low	400	0	10
Developmentally Disabled	Medium	240	0	20
Physically Disabled***	High	800	30,000	80
Persons w/ Alcohol/Other Drug Addictions	High	710	75,000	70
Persons w/HIV/AIDS	Medium	100	0	10
Female Headed Households	High	760	443,000	100
Large Families	High	1,240	607,000	330
<b>TOTAL</b>		<b>6,930</b>	<b>1,750,000</b>	<b>895</b>

\*Elderly excludes frail elderly to avoid double counting

\*\*Estimate of low- and moderate-income individuals with severe mental disabilities, which is less than the estimate of 1,900 individuals with all types of mental disabilities for Sunnyvale.

\*\*\*Physically disabled adults ages 16-64, excluding frail elderly with disabilities

**Table 4-4**  
**(HUD Table 1C - Part)**  
**Summary of Specific Homeless/Special Needs Objectives**

Obj #	Specific Objectives	Performance Measure	Expected Units**	Actual Units***
<b>G-1</b>	<b>Homeless Objectives</b>			
G-1	Emergency Shelter – Individuals	Beds	15	
G-1	Emergency Shelter – Families	Beds	4	
G-1	Transitional Housing Beds – Individuals	Beds	50	
G-1	Transitional Housing Beds – Families	Beds	11	
G-1	Permanent Housing Units – Individuals	Units	30	
<b>G-1</b>	Permanent Housing Units – Families	Units	5	
	<b>Special Needs Objectives (Units/Beds)</b>			
	Elderly	Units	175	
	Frail Elderly	Beds*	100	
	Severe Mental Illness	Beds*	12	
	Developmentally Disabled	Beds*	24	
	Physically Disabled	Units	80	
	Persons w/ Alcohol/Other Drug Addictions	Beds*	70	
	Persons w/HIV/AIDS	Beds*	10	
	Female Headed Households	Units	100	
	Large Families	Units	330	
*Residential care facilities (group homes)				
**Expected Units are units currently available to Sunnyvale residents. This does not reflect what is actually in the City.				
***Actual Units represent what may be added in each annual Action Plan				

## GOAL A: Expand the Supply of Affordable Housing

### Priority A-1: New Housing Construction (High Priority)

According to the Association of Bay Area Governments (ABAG) regional housing allocation plan<sup>3</sup>, Sunnyvale should accommodate 129 new affordable housing units per year for low- and moderate-income households<sup>4</sup>. The City will use this annual need as its estimate of new construction need for the Consolidated Plan period (2005 to 2010). Over the five-year Consolidated Plan period, the City should attempt to accommodate 645 additional housing units affordable to low- and moderate-income households. These units may be a combination of rental housing, ownership units, single-room occupancy units, second units, or group homes, depending on the targeted household types.

#### Five-Year Objectives

The following five-year objectives by household type are based on the annual goals in Table 13 of the Sunnyvale Housing and Community Revitalization Sub-Element.

	<u>Small Related</u>	<u>Large Related</u>	<u>Elderly</u>	<u>Other</u>	<u>Total</u>
<b>Rental</b>	30	60	65	45	200
<b>Ownership</b>	200	150	0	95	445
<b>Total</b>	<b>230</b>	<b>210</b>	<b>65</b>	<b>140</b>	<b>645</b>

#### Anticipated Funding Sources

The City anticipates using one or more of the following funding sources: CDBG, HOME, Sunnyvale Housing Fund, state and federal tax credits, other HUD programs (such as Section 202 of 811), state programs (such as the California Multifamily Housing Program or the California Housing Finance Agency), tax exempt bonds, mortgage credit certificates, and the Federal Home Loan Bank Board Affordable Housing Program.

**Dollars to Fund:** \$4,782,000  
**Other (non-federal):** \$2,718,000<sup>5</sup>

#### Specific Actions

The City will undertake the following actions included in the City's Housing and Community Revitalization Sub-Element and 2003 Community Development Strategy:

- Continue to implement the Below Market Rate (BMR) Program (authorized under the Sunnyvale Municipal Code Chapter 19.66) for new market rate residential construction by requiring that 12.5% of new housing units, except those units in R-0 and R-1 zones, be affordable to low and/or moderate-income owners, and provide for density bonuses up to 25% to encourage the development of housing for moderate, low, and extremely low-income households. Both for-profit and nonprofit developers may take advantage of these provisions. The City's BMR Program also includes state density bonus provisions. The

<sup>3</sup> The ABAG regional housing plan, a requirement of state law, establishes each city and county's "fair share" of housing construction needs in the nine-county San Francisco Bay area for the period 1999 through 2007.

<sup>4</sup> Low- and moderate-income as defined in the Consolidated Plan, not state law, up to 80 percent of AMI.

<sup>5</sup> Derived from Housing Mitigation fees to be used for rental and ownership housing.

ordinance contains the regulatory incentives to comply with the state density bonus law enacted prior to 2005. The BMR requirement for rental development is at 10% and will increase to 15% when the rental market conditions reach a specified threshold with an economic rebound. The period of affordability is 30 years for owner-occupied units and 55 years for rental units.

- Continue to implement the Housing Mitigation requirement (part of the Sunnyvale Municipal Code), which requires certain developments in industrial zoning districts that exceed 35% floor area ratios (FAR) contribute to the housing fund or take other measures to mitigate the effects of the job increase upon the housing supply. The Housing Mitigation Fee will be used to assist both rental and ownership housing.
- Subject to the County's continued pursuit, the City will participate in future tax exempt housing bond funds through the Santa Clara County Housing Bond Committee. The Committee coordinates participation by Santa Clara County jurisdictions and allocates funding from bond proceeds to finance the development of housing for low- and moderate-income households. The program consists of the following components:
  - Santa Clara County's Mortgage Credit Certificate (MCC) for first-time homebuyers. The MCC program is a federal program administered by the County. First-time homebuyers can get a federal income tax credit for up to 15% of the mortgage interest they pay annually on their first loan.
  - Mortgage Revenue Bonds (MRBs) to develop new low-income rental units and to preserve low-income units through refinancing. These bonds provide below market rate financing for affordable housing construction.
- Continue to support the Santa Clara County Housing Trust Fund to finance the construction of affordable housing. Non-profit, private and public sectors, including the Housing Collaborative, the Silicon Valley Manufacturing Group, Santa Clara County, several cities in Santa Clara County contribute to the Housing Trust Fund as an innovative response to the housing shortage. The Fund is administered as a separate nonprofit organization.
- The City may use its CDBG and HOME allocations and City Housing Funds to provide loans to nonprofit agencies to acquire land for new construction of affordable rental units. Rental units focus on providing housing to households at 40 percent or less of area median income with rents limited to a maximum of 30 percent of gross household income.
- The City will continue to provide assistance to affordable housing developers in their applications to state, federal, and other funding agencies for financing for affordable housing developments. Assistance may include:
  - Demographic and other community information necessary to support a needs analysis for a competitive funding request;
  - Expedited permitting for land development entitlements needed prior to the submittal of a funding request; and
  - Letters of support.

- Continue implementation of First-Time Homebuyer Support Program to assist qualified renters (at 80% or below AMI), particularly occupants in existing BMR at-risk apartments, to move into first-time homeownership. The program includes homebuyer education workshops, Individual Development Accounts (IDA) with matching contributions to down payment savings accounts, and down payment loans up to \$50,000.
- Continue to implement zoning regulations that encourage the construction, development, and distribution of non-institutional residential care facilities (group homes) throughout the community as required by state law. Residential care facilities with six or fewer residents are considered under state law as a residential use permitted under the same standards and permitting process as other residential uses.
- Continue to fund the acquisition of land by nonprofit housing developers and assist in development/redevelopment of housing through partnerships with regional agencies, nonprofit housing developers and private sector developers.
- Identify underutilized land with potential for recycling as affordable housing. Sunnyvale will facilitate rezoning of such sites for multi-family rental housing, and will assist in the acquisition of such sites by providing financial assistance. The City will also support the developer in an application for funding assistance from other housing assistance organizations such.

### **Priority A-2: Increase Homeownership Opportunities for Low- and Moderate-Income Households (Medium Priority)**

The median priced home in Sunnyvale, at over \$500,000, is more than five times the Santa Clara County median income for a family of four. Under conventional rules of home lending and affordability, it would require an annual income of approximately \$180,000 to afford the median priced home without a down payment significantly greater than 20%. A household earning 80% of median income can afford to purchase a home priced at about \$260,000.

The City's Community Development Strategy has established increased homeownership as a goal. From a municipal standpoint, homeownership represents an investment in and commitment to a community. Its community benefits are greater stability, a higher level of community participation, and often an increased and sustained level of property maintenance. The Strategy notes that homeownership is not synonymous with single-family housing, as it can also occur in attached townhomes and condominium buildings. The present rate of homeownership in Sunnyvale is slightly higher than 47.6%. If the target were 50%, all of the new housing units to be built over the next five years would have to be owner-occupied, and even then the City would fall short. A more practical but still challenging target is that 50% of all new units constructed be intended for ownership.

### **Five-Year Objectives**

- Assist 70 first-time homebuyers earning up to 80% of median income.
- Provide homebuyer education to 200 first-time homebuyers.
- Provide funding for matches of 30 Independent Development Accounts (IDAs) for up to \$10,000 per first-time homebuyer for home purchase.

### **Anticipated Funding Sources**

The City anticipates using one or more of the following funding sources: the City Housing Fund, BMR In-Lieu Reserve and the Housing Trust Fund of Santa Clara County.

**Dollars to Fund:** \$0

**Other (non-federal):** \$2,220,000

BMR In-Lieu, HPCC and First-Time Homebuyer

### **Specific Actions**

The City will undertake the following actions included in the City's Housing and Community Revitalization Sub-Element and 2003 Community Development Strategy:

- Provide down payment assistance to first-time low- and moderate-income homebuyers with funds leveraged from the Housing Trust of Santa Clara County when available.
- Continue to participate in Santa Clara County's Mortgage Credit Certificate (MCC) Program for first-time homebuyers. The MCC program is a federal program administered by the County. First-time homebuyers can get a federal income tax credit for up to 15% of the mortgage interest they pay annually on their first loan.
- Continue to address affordable housing for teachers and City employees through the Housing for Public School Employees, City Employees and Child Care Teachers (HPCC) Program. This program, funded by the City Housing Fund, provides security deposit rental assistance, first time homebuyer education, and down payment loans for homeownership.
- Provide IDA match grant funds and Down Payment Assistance loans to first-time homebuyers. This program is funded by BMR In-Lieu Reserve funds.

## **GOAL B: Preserve the Existing Supply of Affordable Housing – “At-Risk” Units**

### **Priority B-1: Acquisition and/or Rehabilitation of Existing Assisted Rental Housing to Maintain Affordability (High Priority)**

To help provide affordable housing, a number of federal, state, and local government programs have provided subsidies to housing developers in exchange for guarantees that some of the units in the project would be affordable to low- and moderate-income households. These projects included both rental and owner-occupied units. The government entities providing the subsidies negotiated with the developer to maintain the affordability of the units for a fixed period of time. For projects funded with tax-exempt Mortgage Revenue Bonds, the term was generally for half the life of the bonds. Since the bonds typically had a 40-year maturity, the affordability provisions were generally to remain in effect for 20 years. Similar terms were provided for other types of subsidies.

There are 299 federally-assisted rental housing and 245 locally-assisted rental units (under the City's BMR Program) at risk of converting to market rate housing, with the potential loss of affordability to low- and moderate-income households that typically accompanies the conversion. The City previously assisted in preserving and has committed to assist in the preservation of 100 units of affordable senior housing at Plaza de las Flores, 222 units at Homestead Park and 35 units at Morse Court.

### **Summary of Five-Year Objectives**

The City's objective will be to preserve 299 units of federally-assisted rental housing at risk of conversion to market rate housing through a combination of direct City action and/or through assistance to nonprofit organizations. This program will not require that all units be assisted with

federal funds covered by the Consolidated Plan, as other city, state and federal programs may provide funding for the preservation of affordable rental housing.

### **Anticipated Funding Sources**

The City anticipates using one or more of the following funding sources: CDBG, HOME, City Housing Fund, State and federal tax credits, other HUD programs (such as Section 202 of 811), state programs (such as the California Multifamily Housing Program or the California Housing Finance Agency Preservation Acquisition Program), tax exempt bonds, and the Federal Home Loan Bank Board Affordable Housing Program.

**Dollars to Fund:**           **\$4,782,000**  
**Other (non-federal):**   **\$2,500,000<sup>6</sup>**

### **Specific Actions**

The City will undertake the following actions included in the City's Housing and Community Revitalization Sub-Element and 2003 Community Development Strategy:

- Provide loans to nonprofit housing providers, or assist these nonprofits in accessing state or federal funds, for the acquisition of at-risk rental properties to preserve affordability and to provide professional management and maintenance of existing properties. The City will continue to fund this activity through a Housing Acquisition Revolving Loan Fund (HARLF) from loan repayments on loans funded with CDBG funds, and other federal and City funds.

### **Priority B-2: Assist in Housing Improvement and Neighborhood Preservation Activities (High Priority)**

According to the City's Housing and Community Revitalization Sub-Element and Community Development Strategy, approximately 8% of the housing stock, or 4,300 units, may be in need of rehabilitation. Substandard housing is concentrated in neighborhoods with concentrations of low- and moderate-income households and concentrations of older, multi-family rental housing (which is often located in the same areas as concentration of low- and moderate-income households).

### **Summary of Five-Year Objectives**

The City's objective will be to assist in the preservation of ownership and rental housing units, including rehabilitation; emergency repairs; painting; abatement of lead, asbestos, and other hazardous materials; and reconstruction (under limited circumstances) according to the following:

- 75 single family ownership rehabilitations (minor through substantial)
- 50 rental housing rehabilitations (minor through substantial)
- 100 owner-occupied units under the Paint Program
- 150 access grants
- 2,700 code enforcement actions per year (approximate number based on prior years)

### **Anticipated Funding Sources**

The City anticipates using one or more of the following funding sources: CDBG, City Housing Fund and General Fund to support operations of the Neighborhood Preservation Division.

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<sup>6</sup> Derived from Housing Mitigation fees to be used for rental and ownership housing.



**Dollars to Fund:           \$2,837,000**

**Specific Actions**

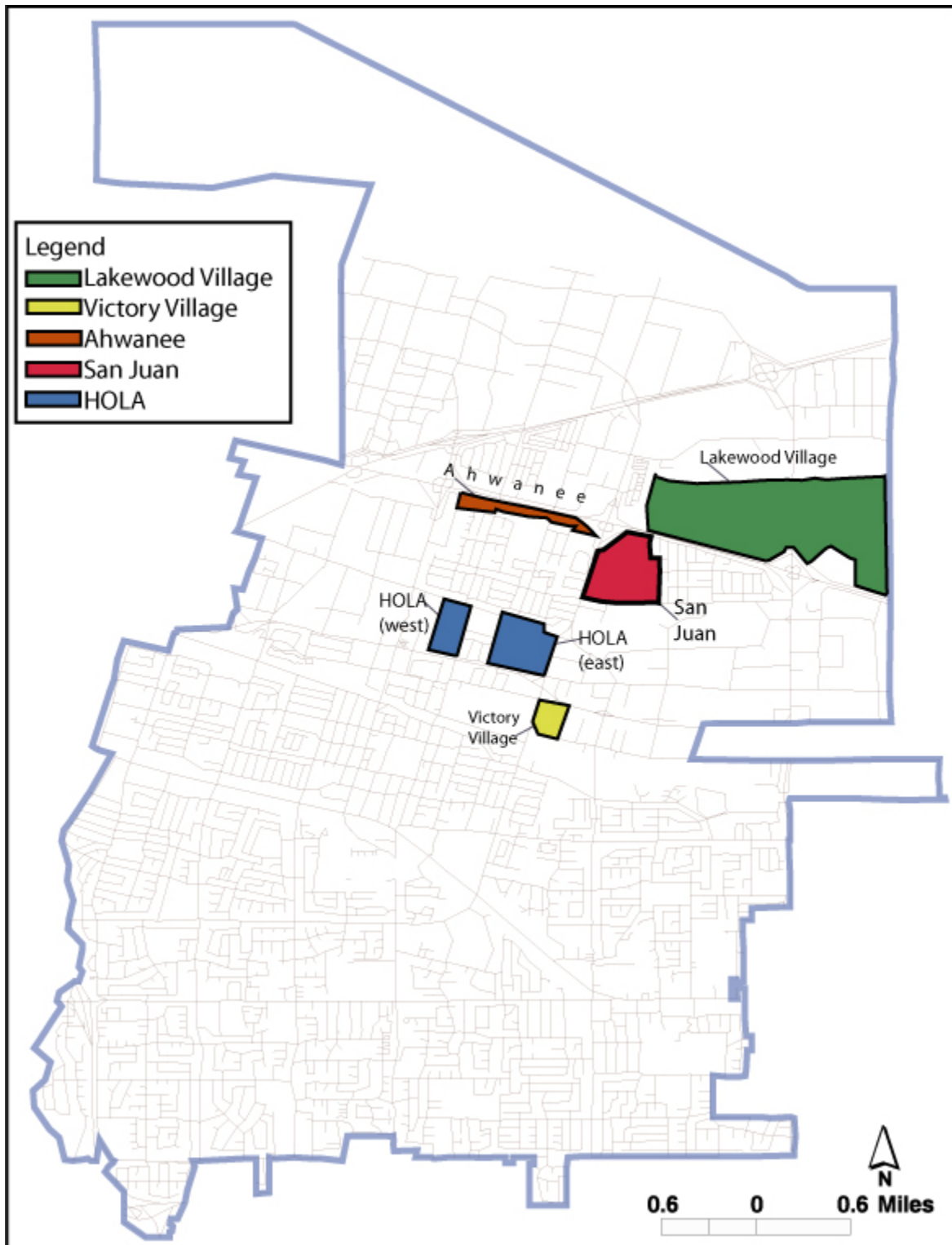
The City will undertake the following actions included in the City's Housing and Community Revitalization Sub-Element and 2003 Community Development Strategy:

- Expand the level of participation in the City's housing rehabilitation programs by both private and non-profit property owners for rental housing through ongoing marketing and community awareness programs aimed at both property owners and contractors.
- Continue to offer housing rehabilitation assistance under the City's Housing Improvement Program, which includes the Housing Rehabilitation Program, Home Access Program, Homeowner Paint Program, Emergency Repair Program, Mobilehome Rehabilitation Program, and the Rental Rehabilitation Program. This program will continue to be funded through a Housing Improvement Program Revolving Loan Fund (HIPRLF).
- Continue to provide low interest loans to single-family homeowners age 60 or more to paint the exterior of their homes. This program provides loans of up to \$4,000 to have a licensed painting contractor following HUD lead-safe work practices paint the home. Lead testing of all pre-1978 homes will be undertaken. Grants of up to \$1,000 will be provided to homeowners below age 60 for reimbursement of paint material and testing costs for the painting of their home.
- Continue to provide financial assistance for minor repairs and access lifts to increase accessibility for residents with physical challenges. Over the next five years the program will reuse the City's existing inventory of lifts as available and the provision of accessible home improvements of up to \$5,000 per residence.
- Continue the Concentrated Code Enforcement Programs, in addition to existing citywide enforcement of zoning and property maintenance regulations, by the Neighborhood Preservation division of the Community Development Department.
- Initiate a Neighborhood Education Program to encourage and support property maintenance and improvement in single-family and multi-family action areas identified as upper quartile high concentrations of low-income Census Block Groups (figure 3-5), including:
  - Property owner/manager workshops on good management techniques (including tenant screening), the Section 8 program, and fair housing compliance;
  - A Tool Lending Library to provide owners and renters with tools and equipment to perform home improvement projects; and
- Continue to pursue comprehensive neighborhood development strategies in specified neighborhood action areas identified in the Community Development Strategy. Action areas require a more concerted approach to service delivery. The types and amounts of community development service delivered to these areas will not be the same, and the level of service in action areas will likely be higher than is provided citywide. Action areas that the City will continue to pursue are:

- **Lakewood Village.** The strategy will include housing rehabilitation loans; exterior paint grants and loans for painting materials and contractor services, and neighborhood improvements such as streetscapes, clean-ups, front yard landscaping, and other targeted projects.
- **Victory Village.** The strategy will focus on improving housing conditions rather than property maintenance and include housing rehabilitation loans, concentrated code enforcement, paint grants and loans, neighborhood Improvements such as clean-ups and landscape designs, and neighborhood education to assist homeowners with home improvements.
- **Ahwanee.** The strategy for this action area is for the rehabilitation of rental housing. The City will actively seek partnerships with nonprofit agencies to acquire rental housing affordable to households earning from 30 percent to 80 percent of median income. The City will also promote mixed-income projects. Actions may include site acquisition and reconstruction of affordable rental housing, acquisition and rehabilitation of rental housing, rental housing inspections, and neighborhood improvements.
- **San Juan.** The strategy for the San Juan neighborhood is multi-family housing rehabilitation and reconstruction. The City will actively seek partnerships with nonprofit agencies to acquire existing apartment units for substantial rehabilitation or demolition and replacement with new rental housing. These new or rehabilitated apartments should focus on serving households at 30 percent to 80 percent of median income. Programs will include acquisition and rehabilitation (including assembly of duplexes and four-plexes into single ownership), multi-family housing rehabilitation, neighborhood improvements, rental housing inspection, and homebuyer assistance to help first-time homebuyers purchase homes.
- **HOLA (Homeowners Association of “Low Landers”).** The strategy for the eastern part of HOLA is targeted multi-family housing rehabilitation. The City will work with existing owners to encourage substantial rehabilitation, and actively seek partnerships with non-profit agencies to acquire properties for rehabilitation. Rehabilitated rental units should be focused on providing housing for households from 30% to 80% of median income. Programs will include multi-family housing rehabilitation, acquisition and rehabilitation (including assembly of smaller apartment projects into single ownership so as to facilitate on-site management), condominium conversion, rental housing inspection, and homebuyer assistance for the purchase of condominiums.

Figure 4-1 shows the locations of the neighborhood action areas.

Figure 4-1  
Sunnyvale Neighborhood Action Areas in Community Development Strategy – 2003



## **GOAL C: Provide Rental Assistance to Very Low and Extremely Low-Income Households**

### **Priority C-1: Work with the Housing Authority and Other Santa Clara County Jurisdictions in the Implementation of Rental Assistance Programs (High Priority)**

The primary program that provides monthly rental assistance to low- and moderate-income renter households in Santa Clara County is the federal Housing Choice Voucher (Section 8) Program. The Housing Authority of the County of Santa Clara administers this program for all of Santa Clara County, including Sunnyvale. The Housing Authority inspects participating rental units to certify that they are physically sound and that the rent charged is equal to or less than market rate.

There are currently 647 Section 8 voucher holders in Sunnyvale, with 135 individuals on the waiting list. The waiting list does not reflect the current unmet need for rental assistance. While the characteristics of these voucher holders is driven largely by the demographics of those currently holding vouchers and those on the waiting list, the Housing Authority does give priority to households earning less than 50% of median income and special needs households.

The City hopes to maintain at least the present level of voucher availability to Sunnyvale residents, however, the number of vouchers available depends on the level of federal funding, and the willingness of rental property owners to participate in the program. It also is dependent on the desired place or residency of voucher holders or persons on the waiting list (as vouchers are portable), and the continued availability of project-based Section 8 funding.

One rental housing development in Sunnyvale containing 74 units has project-based Section 8 funding and there are two senior group homes with nine project based certifications.

#### **Five-Year Objectives**

- Work with Housing Authority to maintain at least the current number of Section 8 certificates (647).
- Continue to assist up to 50 City employees, public school employees serving Sunnyvale, and/or child care workers with rental security deposit loans.

#### **Anticipated Funding Sources**

HUD Section 8 Program and other funding program for public Housing Authorities and City Housing Fund for HPCC security deposit.

**Dollars to Fund:** \$0

**Other (non-federal):** \$50,000

#### **Specific Actions**

The City will undertake the following actions:

- The City will continue to work with nonprofit and for-profit housing developers to increase the supply of affordable rental housing according to the actions described in priority A-1.
- Through its Housing for Public School Employees, City Employees and Child Care Teachers Program (HPCC), the City will continue to provide security deposit loans of up

to \$5,000 to help obtain apartments for City employees, employees of public schools serving Sunnyvale, and certified child care workers.

**Priority C-2: Take part in a regional partnership to work with non-profit organizations to support programs for emergency rent and utility payment assistance and security deposits.**

According to service providers who participated in focus group sessions for the preparation of the 2005 – 2010 Sunnyvale Consolidated Plan, emergency rental assistance is one of most important needs for individuals and families who are homeless or are at-risk of becoming homeless. Move-in expenses (first and last months' rent, security deposit, application and credit check fees, moving costs, etc.) can be insurmountable for individuals and families who have little or no cash reserves. Individuals and families facing a temporary financial crisis can easily become homeless without temporary assistance with rent and/or utility payments.

An emergency rental assistance program that provides funding for households with little or no cash reserves can shorten the period of homelessness or avoid a potential crisis resulting in homelessness. Some jurisdictions and nonprofit services providers in Santa Clara County offer some emergency rental assistance, however, demand greatly exceeds the funds available. In Sunnyvale, Sunnyvale Community Services has, over the years, provided emergency rent and utility assistance on a limited basis.

Ideally, an emergency rental assistance program should be coordinated on a countywide basis to track clients and ensure that efforts are not duplicated To avoid program abuses.

### **Five-Year Objectives**

- Work with other jurisdictions in Santa Clara County, the Housing Authority, and nonprofit service providers to develop a countywide emergency rental assistance program.
- Assist up to 50 Sunnyvale households

### **Anticipated Funding Sources**

CDBG, or City Housing Fund and private sources

**Dollars to Fund: \$50,000**

**Other (non-federal): \$50,000**

### **Specific Actions**

The City will meet with representative of other jurisdictions in Santa Clara County, the Housing Authority, and nonprofit service providers to identify an appropriate administrative mechanism, program guidelines, and funding for a coordinated, countywide emergency rental assistance program. The organization through which such a program could be administered might be the Housing Authority or a nonprofit service provider. The City's goal will be to participate in the creation of such a coordinated, countywide program within the next two years.

## **GOAL D: Provide Supportive Services in Combination with Special Needs Housing**

### **Priority D-1: Provide Housing and Related Supportive Services (High Priority)**

Many special needs households need assistance with daily living activities. The City provides funding for supportive housing services for seniors and single-parent households.

#### **Five-Year Objectives**

- Assist 6,945 seniors and 300 single-parent households.

#### **Anticipated Funding Sources**

CDBG

**Dollars to Fund: \$856,915**

#### **Specific Actions**

To ensure the viability of all affordable housing projects, the City will continue to fund projects that provide housing-related support services. Specific programs that may be funded by the City include:

- **Long Term Care Ombudsman Program.** This program provides training, assignment, supervision, and support of volunteer ombudsmen who act as a voice and advocate primarily for the elderly residents of skilled nursing facilities and residential board and care homes.
- **Shared Housing.** This program facilitates single-parent households in making shared housing living arrangements.
- **Senior Group Residence Services.** This program provides services for seniors living in group homes, such as on-going case management to assess, refer and/or counsel low-income seniors in a group or individually, and referral to needed self-care, mutual care, and/or professional care services.
- **Meals on Wheels.** This program delivers hot meals plus supportive services to homebound seniors, disabled and chronically ill, enabling them to continue to live in their own homes.
- **Senior Adult Legal Assistance (SALA).** This program provides legal assistance and advocacy services to low-income seniors.
- **Senior Nutrition.** This program offers subsidized hot meals five day per week at the Senior Nutrition site located at First United Methodist Church.
- **Second Harvest Food Bank.** The Food Bank provides weekly food supplements (Brown Bag Services) to low-income seniors.

## **GOAL E: Provide Housing and Supportive Services for Persons with HIV/AIDS**

### **Priority E-1: Provide Housing and Related Supportive Services for Persons with HIV/AIDS (Low Priority)**

The primary source of funding for housing and supportive services is the federal program Housing Opportunities for Persons with AIDS (HOPWA). This program provides funds for the acquisition, rehabilitation, conversion, lease and repair of facilities to provide housing and services for persons with AIDS, including: new construction of single room occupancy dwellings and community residences, project or tenant-based rental assistance, short term rent, mortgage and utility payments to prevent homelessness, supportive services, operating costs and housing information services for persons with AIDS. Other federal programs (including HOME) can assist in the construction of housing, hospices, residential care facilities, and other types of housing or shelter for persons with HIV/AIDS.

The City of San Jose administers the HOPWA funds on behalf of the cities in the county including Sunnyvale. San Jose works directly with the Santa Clara County HIV Planning Council and the other entitlement jurisdictions in Santa Clara County to determine the appropriate allocation of funding according to need.

#### **Five-Year Objectives**

- Assist 25 persons in Sunnyvale with HIV/AIDS in accessing HOPWA funded programs administered by the City of San Jose.

#### **Anticipated Funding Sources**

Housing Opportunities for Persons with AIDS.

**Dollars to Fund:**        **\$3,680,000** (*Note: funding is anticipated to be provided through the City of San Jose.*)

#### **Specific Actions**

The City of Sunnyvale will continue to participate with other entitlement jurisdictions in Santa Clara County to implement a countywide collaborative approach to meeting the needs of persons with HIV/AIDS. Sunnyvale will continue to refer such individuals to service offered through HOPWA funds, including:

- Health Connections-AIDS Services (HCAS) formerly the Visiting Nurse Association's AIDS Project, which provides assistance to persons with HIV/AIDS in accessing private and public benefit/entitlement programs as well as housing subsidies and support services to obtain long term housing. VNA provides individual counseling, case management and psychosocial assessments to assure stable housing as well as short term emergency assistance with rent and utility expenses.

## **GOAL F: Support Equal Housing Opportunity for All**

### **Priority F-1: Support Fair Housing Services (High Priority)**

The City will continue to fund fair housing services for Sunnyvale residents, including landlord and tenant education and training workshops, fair housing events, investigation of housing discrimination complaints, use of local media to promote fair housing, landlord-tenant

mediation, and legal representation of tenants. The City may continue to support jointly funded programs and services with the cities of Mountain View and Palo Alto, when feasible, to reduce discrimination in housing regionally.

**Five-Year Objectives**

- Reduce discrimination in housing;
- Educate renters and rental property owners (including mobilehome park residents and owners) in Sunnyvale on rights and responsibilities; and
- Assist in resolving up to 150 housing discrimination complaints

**Anticipated Funding Sources**

CDBG

**Dollars to Fund:           \$150,000**

**Specific Actions**

Specific strategies and actions may include:

- Provide educational seminars and training workshops. Information shall be provided to homeowners and mobilehome owners, landlords/managers and property managers (particularly in neighborhood action areas).
- Participate in the ongoing efforts of a countywide Fair Housing Task Force to improve the provision of fair housing services on a regional basis. The Fair Housing Task Force will continue to gather information on fair housing activity and issues of regional importance in Santa Clara County.
- Support the efforts of the Sunnyvale Housing and Human Services Commission to participate in the City's fair housing activities and work with other local organizations.
- Educate Below-Market-Rate Program homebuyers and homeowners through workshops that inform them how to identify predatory lending practices.
- Educate potential renters and buyers regarding their rights under fair housing laws. Specifically, provide fair housing informational materials to households occupying or waiting to occupy BMR rental and BMR ownership units.
- Inform the public of fair housing services and resources utilizing local media through ongoing advertisements, including ethnic media and public service announcements and the activities to celebrate Fair Housing Month
- Provide legal assistance where appropriate to pursue housing discrimination complaints and monitor compliance with fair housing practices.

**Priority F-2:     Support Housing Mediation Services (High Priority)**

The City will continue to support landlord-tenant mediation and dispute resolution.

**Five-Year Objectives**

- Provide up to 1800 landlord-tenant mediation sessions.



### **Anticipated Funding Sources**

General Fund

**Dollars to Fund:** \$0

**Other (non-federal):** \$500,000

### **Specific Actions**

Specific strategies and actions may include:

- Continue a Landlord-Tenant Dispute Resolution program to provide services to residents, landlords, property managers, and owners of property in the form of counseling, conciliation, mediation and general educational outreach.

### **Priority F-3: Continue to Participate in Countywide Efforts to Promote Fair Housing (High Priority)**

Santa Clara County and the entitlement Jurisdictions within the County possess populations diverse in national origin, ethnicity, culture, disability, and economics. A significant effort, undertaken as a joint venture by the cities and the County, has been the initiation of a Santa Clara Countywide Fair Housing Task Force. The Task Force is comprised of a membership of federal, state and local government and social service agency staff, representative of the unique demographics and special needs of the residents of Santa Clara County. The Fair Housing Task Force goals are the review of various impediments identified as barriers to fair housing choice, that impact the County as a whole, and that when resolved will benefit the County and each participating city.

The continued efforts of the Fair Housing Task Force with the support of the member jurisdictions address the fair housing problems of Santa Clara County is vital and the available resources continue to be effectively utilized. Coordination among funders and service providers should produce enhanced and dynamic fair housing services.

These efforts are essential to expand public support for fair housing and to provide housing seekers with information about their rights and the services available to them.

### **Five-Year Objectives**

To significantly reduce fair housing complaints and increase compliance with fair housing laws

### **Anticipated Funding Sources**

CDBG

**Dollars to Fund:** \$20,000

### **Specific Actions**

The following is a list of the identified impediments and planned actions by the Countywide Task Force to combat those impediments:

- **Maintain Countywide Fair Housing Collaborative Task Force** that will create priorities and proactive goals aimed at reducing fair housing problems, identify resources and provide assistance to the non-profit fair housing service providers for enhanced performance, and issue an annual report profiling the nature and extent of fair housing in Santa Clara County.

- **Provide enhanced education and outreach that includes:**
  - Support non-profit fair housing service providers to increase public awareness of and support for fair housing laws, to inform housing seekers of their rights and remedies, and to publicize the availability of the fair housing services on a coordinated county-wide basis.
  - Educational presentations to resident and community-based organizations, such as community centers, social services and health care providers, schools and senior centers, with targeted focus being to reach new immigrant populations.
  - Materials distribution and identification of existing resources to provide for the distribution of multi-lingual fair housing educational material on a coordinated countywide basis.
  - Media and public relations, including newspaper stories about specific fair housing issues and the availability of fair housing services; guidance and support to the non-profit fair housing service providers for the effective use of media and public relations resources throughout the county.
- **Support and Strengthen Enforcement Services through:**
  - Coordination of services between the various direct service providers. Develop and maintain a countywide reporting format that will accurately and easily describe services requested and services provided, and to develop fair housing enforcement profiles in Santa Clara County.
  - Support for fair housing audits to reflect dissemination of audit results to provide education to the community.
  - Seek a better understanding of the nature and extent of predatory lending in Santa Clara County. The Task Force will provide guidance and support to direct service providers to combat this impediment and provide a forum for developing a greater understanding of predatory lending in Santa Clara County.

### 4.3.3 Homeless Needs and Objectives

It is the goal of the jurisdictions within Santa Clara County, and the City of Sunnyvale, to coordinate services and facilities for the homeless through a regional, cooperative strategy, as a continuum of care. The goal of the continuum of care program is to help homeless residents get housing, job training, childcare, and other services. The continuum of care stresses permanent solutions to homelessness through comprehensive and collaborative community planning. The goal of a comprehensive homeless service system is to ensure that homeless individuals and families move from homelessness to self-sufficiency, permanent housing, and independent living.

The County adopted a Continuum of Care Strategy in 2004. In May 2005, the County Board of Supervisors is scheduled to adopt a "Ten Year Plan to End Chronic Homelessness." The Ten Year Plan will promote and support the "Housing First" model of assistance to the homeless and those at-risk of becoming homeless. The Housing First approach, piloted in other parts of the U.S., aims to get homeless people into permanent housing with supportive services as quickly as possible in lieu of the three tier system of placing people in temporary shelter, then transitional housing, then permanent housing.

Homelessness is a shared problem among Santa Clara County jurisdictions. Any attempt to quantify homeless needs must recognize that homeless individuals and families do not follow jurisdiction boundaries, nor do facilities and services for homeless persons. Based on the County's Continuum of Care funding application to HUD, the cities and the County have agreed to a homeless needs and gaps analysis that assigns each jurisdiction a share of the countywide need based on homeless clients' last reported place of residence in the Homeless Management Information System database.<sup>7</sup> According to the database, approximately 4.4% of homeless clients countywide who reported a permanent residence stated they last lived in Sunnyvale. **Table 4-5** summarizes the City's homeless and special needs objectives.

**Table 4-5**  
**(HUD Table 1C – Part)**  
**Summary of Specific Homeless/Special Needs Objectives**

Obj #	Specific Objectives	Performance Measure	Expected Units	Actual Units*
	<b>Homeless Objectives</b>			
G-1	Emergency Shelter – Individuals	Beds	15	
G-1	Emergency Shelter – Families	Beds	4	
G-1	Transitional Housing Beds – Individuals	Beds	50	
G-1	Transitional Housing Beds – Families	Beds	11	
G-1	Permanent Housing Units – Individuals	Units	30	
G-1	Permanent Housing Units – Families	Units	5	

\* *Actual Units* represent what may be added in each annual Action Plan

**Note:** Table 4-5 reflects upper portion of Table 4-4

## **GOAL G: Provide Shelter, Housing, and Supportive Services to Homeless Individuals and Families**

### **Priority G-1: Provide Homeless, Housing and Related Supportive Services for Sunnyvale Residents Who Are Homeless or At-Risk of Becoming Homeless (High Priority)**

Based on the HMIS data, it is estimated that there are 299 homeless persons in Sunnyvale and that 120 homeless persons (40.1%) have shelter. Homeless individuals comprise approximately 73.9% of the homeless population in Sunnyvale. Members of homeless families make up approximately 26.1% of the homeless population in Sunnyvale. Estimated homeless subpopulations in Sunnyvale include:

- Eight chronically homeless persons;
- 42 homeless persons who are seriously mentally ill;
- 36 homeless persons with chronic substance abuse problems;
- 12 homeless persons who are veterans; and
- Six homeless persons with HIV/AIDS.

Sunnyvale's share of the gaps in facilities and services includes the following, measured in beds, to accommodate additional persons:

- For individual homeless: 73 in emergency shelter, 102 in transitional housing, and 62 in permanent supportive housing; and

<sup>7</sup> A federally-mandated recordkeeping system for tracking homeless clients.

- For persons in families: four in emergency shelter, 11 in transitional housing, and 15 in permanent supportive housing.

Homeless facilities and services in Santa Clara County are provided through the individual efforts of the cities and the County and through a collaborative effort. The Santa Clara Collaborative on Affordable Housing and Homeless Issues (the Collaborative) is the lead entity for the implementation of the countywide Continuum of Care process and official forum for planning and implementing a response to end chronic homelessness in the County. The work of the Collaborative is shared by its members with staffing support provided by the County Homeless Concerns Coordinator (located within the County Office of Affordable Housing). The Collaborative prepared a comprehensive Five Year Continuum of Care Plan in 2004 and has drafted a Ten Year Plan to End Chronic Homelessness in the spring of 2005, which includes specific goals, strategies and action steps to work toward ending homelessness in the community. Further details on the Collaborative, are contained in the Santa Clara County Continuum of Care Plan and the Santa Clara County Ten Year-Plan Plan to End Chronic Homelessness.

The City of Sunnyvale, as a participant in the Collaborative, supports regional efforts to address homelessness and will determine its role, after review of the County's Ten Year Plan.

#### **Five-Year Objectives**

See **Table 4-4** for specific homeless objectives.

#### **Anticipated Funding Sources**

Emergency Shelter Grant Program, Shelter Plus Care Program, CDBG, HOME, City Housing Fund, Housing Trust Fund of Santa Clara County.

**Dollars to Fund:           \$357,500**

#### **Specific Actions**

The City of Sunnyvale will continue to participate with other entitlement jurisdictions in Santa Clara County to implement a countywide collaborative approach to meeting the needs of homeless individuals and families. Strategies to address Sunnyvale's share of homeless needs and to eliminate chronic homelessness may include financial support of the following types of organizations and activities:

- Local nonprofit organizations that provide shelter, supportive services to individuals, couples, and families who are homeless or in crisis and at-risk of becoming homeless. The City will support programs that assist these individuals and families in obtaining stable housing and self-sufficiency. Some of the supportive services include emergency services, crisis intervention, peer counseling, money management, food and clothing assistance, and transportation vouchers.
- Local nonprofit organizations that arrange for "rotating shelters" for homeless individuals and to provide support services such as food, rental assistance, medical assistance, housing, job counseling, computer training, and gas vouchers for the shelter clients. The Rotating Shelter Program helps homeless individuals secure gainful employment and permanent housing.
- Emergency shelter providers included in the Collaborative's Continuum of Care plan who serve Sunnyvale residents and offer emergency shelter, transitional housing, and permanent supported housing.

- Emergency and on-going assistance to victims of domestic violence, including emergency shelter, family counseling, and legal guidance.
- Assistance in the development of housing facilities for homeless families and individuals.
- Assistance in the development of new housing for families graduating from transitional housing programs.
- Organizations that provide shelter, supportive services, and counseling for homeless youth.

#### **4.3.4 Public Service and Facility Needs and Objectives**

##### **Goal H: To Support Special Needs Individuals to Live Independently and Productively**

###### **Priority H-1: Provide Services to Seniors, Youth, and Persons with Disabilities (High Priority)**

Many Sunnyvale residents have special needs due to their age, physical or developmental capacities, home environment, or level of education or job skills. The City of Sunnyvale will continue to support services to special needs individuals that allow them to live full, productive, and independent lives.

###### **Five-Year Objectives**

- 275 seniors
- 100 persons with disabilities
- 895 at-risk youth
- 70 individuals with substance abuse
- 300 individuals assisted with workforce training and development

###### **Anticipated Funding Sources**

CDBG

**Dollars to Fund: \$541,710**

###### **Specific Actions**

The City may pursue any of the following actions for special needs individuals:

- **Supportive Services for Persons with Disabilities:** Support services to families and individuals who have developmental or other disabilities to allow persons with disabilities and their families to live as independently as possible. Among the activities that may be funded are infant support, recreation, respite services, specialized day care for adults, job training and placement for adults, and outreach and education for persons with disabilities.
- **Nutrition Services:** Daily nutrition services for seniors at a central location, nutrition services for homebound seniors and persons with disabilities, and weekly food supplements to seniors and persons with disabilities.

- **Mobile Wellness Services:** Meal deliveries to homebound seniors and persons with disabilities and that may also include supportive services such as newspaper delivery and wellness checks.
- **Youth Mentoring Program:** Mentoring programs that match at-risk youths with adult volunteers mentors to help them improve their lifeskills.
- **Substance Abuse Recovery:** Support programs that provide counseling, service and housing referrals, and other support for individuals seeking treatment and recovery from substance abuse.
- **Senior Adult Legal Assistance:** Legal and advocacy services for seniors.
- **Workforce development:** Coordination of workforce training and development through the NOVA Workforce Board, which focuses both on assistance to job seekers in gaining skills and locating employment opportunities, and on assisting businesses in the management of their workforce development needs. The Community Development Department assists by connecting businesses to these services and by documenting changing business conditions and needs. NOVA also operates a Youth at Work initiative to assist students with career development and job searches and sponsors job fairs and programs that will guide and support the next generation of Sunnyvale's workforce.<sup>8</sup>

**Priority H-2: Expand the Columbia Neighborhood Center for Greater Service Capacity (High Priority)**

The Columbia Neighborhood Center is the only family resource center in Sunnyvale serving low- and moderate-income youth and families. This collaborative project between the City and the Sunnyvale School District was developed to provide social, recreational and educational services targeted to North Sunnyvale residents. Among the services and activities at the Center are a health clinic, health insurance assistance, counseling, recreation activities, adult/parent education, after school program and mentoring program. The Center provides a variety of services and activities year round, five days a week, including evenings. The City, the School District, and the Community Advisory Committee have identified a need to expand the Columbia Neighborhood Center. A facility expansion will enable the Center to provide more effective health services and expand social, educational, and recreational services. New space will further enable the Center to house new service partners, thus leveraging additional needed services for the community. As the City continues to grow, demand for centers in other neighborhoods may increase.

**Five-Year Objective**

Expand the current Columbia Neighborhood Center

**Anticipated Funding Sources**

CDBG, Sunnyvale School District (e.g. state lottery funds for capital improvements), Section 108 Loan

**Dollars to Fund:** \$1,000,000  
**Other (non-federal):** \$2,000,000

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<sup>8</sup> Workforce training programs are funded through state and federal programs other than CDBG.

### **Specific Actions**

The City will work with the Sunnyvale School District, the Columbia neighborhood, and service providers to identify the facility and funding needs for the expansion of the multi-service Columbia Neighborhood Center.

## **4.3.5 Community Development Needs and Objectives**

### **Goal I: To Improve Neighborhoods and Increase Accessibility for Persons with Disabilities**

#### **Priority I-1: Provide Public Improvements in Low- and Moderate-Income Neighborhoods (Medium Priority)**

The City's efforts to support comprehensive approaches to neighborhood preservation involves a City commitment to public improvements in those areas of the City with concentrations of low- and moderate-income households. This priority will be pursued in block group areas that qualify as having concentrations of low- and moderate-income households (census block groups with concentrations of low- and moderate-income households exceeding 32.2%, as determined by HUD). See **Chapter 3, Figure 3-5**.

### **Five-Year Objectives**

- Provide improvements in 19 U.S. Census "Block Groups" where approximately 47,000 persons reside, of whom nearly 20,000 are considered low-income households.
- Replace or recondition the sewer collection system in lower income neighborhoods where the system components have reached the end of their useful economic life resulting in sewer main plugs breaks and deteriorated manholes.

### **Anticipated Funding Sources**

CDBG

**Dollars to Fund: \$1,000,000**

### **Specific Actions**

The City may implement a neighborhood improvement program to fund improvements in public areas. The City may also implement a utility rehabilitation project to replace old mainline sewer piping (including the laterals connecting the sewer to individual properties) that is prone to failure and potential back-ups in action area neighborhoods. Projects may include: Murphy Avenue (between Evelyn-Washington and Evelyn Avenue between Murphy-Carroll Avenues) remove and replace clay pipe along with service connections and manholes; Borregas Avenue (between Ahwanee and Maude Avenues) insertion of "slip-line" coating to rebuild existing clay pipe and rebuild deteriorated manholes; recondition manholes in area formed by Mathila, Washington, Sunset and Evelyn Avenues; and Henderson Avenue (between Rosa and Valerian Way) removing and replacing damaged laterals and connecting them to the public sewer line.

#### **Priority I-2: Improve Accessibility in Public Rights-of-Way for Persons with Disabilities (High Priority)**

The City will continue to promote accessibility in public rights-of-way through pedestrian improvements (sidewalk improvements of curb cuts at intersections) to increase accessibility for persons with disabilities.

**Five-Year Objectives**

- Complete 275 sidewalk segments and curb cut accessibility improvements.

**Anticipated Funding Sources**

CDBG

**Dollars to Fund:**            \$550,000

**Specific Actions**

The City will continue to retrofit as many curbs as possible each year to make intersections in the City conform to ADA requirements.



**Table 4-6**  
**(HUD Table 2B) - City Community Development Needs**

Priority Community Development Needs	Priority Level (High, Medium, Low, No Such Need)	Goals	Dollars to Address Unmet Priority Need
PUBLIC FACILITY NEEDS (projects)			
Senior Centers	No Such Need	Expand the current multi-service Columbia Neighborhood Center	3,000,000
Handicapped Centers	Low		
Homeless Facilities	Medium		
Youth Centers	High		
Childcare Centers	High		
Health Facilities	No Such Need		
Neighborhood Facilities	High		
Parks and/or Recreation Facilities	Low		
Parking Facilities	Low		
Non-residential Historic Preservation	Low		
Other Public Facility Needs	Low		
INFRASTRUCTURE (projects)			
Water/Sewer Improvements	High	Handicapped access improvements at 275 intersections	1,550,000
Street Improvements	Low		
Sidewalks (including accessibility improvements)	High		
Solid Waste Disposal Improvements	No Such Need		
Flood Drain Improvements	No Such Need		
Streetscape Improvements (Neighborhood Action Areas)	Medium		
PUBLIC SERVICES NEEDS (people)			
Senior Services	High	7200 seniors 100 persons w/disabilities 895 at-risk youth	1,750,000
Handicapped Services	High		
Youth Services	High		
Child Care Services	Medium		
Transportation Services	Medium		
Substance Abuse Services	High		
Employment Training	High		
Health Services	Medium		
Crime Awareness	Low		
Homeless Services	Medium		
Lead Hazard Screening	Medium		
ECONOMIC DEVELOPMENT			
ED Assistance to For-Profits (businesses)	Low		0
ED Technical Assistance (businesses)	Low		
Micro-Enterprise Assistance (businesses)	Low		
Rehab; Publicly- or Privately-Owned Commercial/Industrial (projects)	Low		
C/I* Infrastructure Development (projects)	Low		
Other C/I Improvements (projects)	Medium		
PLANNING/ADMINISTRATION			
Planning/Administration	High	N/A	8,118,820
TOTAL ESTIMATED DOLLARS NEEDED			

\* Commercial or Industrial Improvements by Grantee or Non-profit

Notes:

1. Fire facilities and equipment are included under neighborhood facilities.
2. The County Health and Human Services Agency provides a range of social services to County residents.
3. Table includes federal and other dollars (non-federal). For specific breakdown of dollars, refer to priority statements.

## 4.3.6 Removal of Barriers to Affordable Housing

### Goal J: Remove Public and Private Barriers to Affordable Housing

The primary barriers to affordable housing in Sunnyvale are the high cost of housing, the lack of available land for new housing, and the scarcity of public funds to assist in the development of affordable housing. The City has limited ability to significantly reduce these barriers. The General Plan Housing and Community Revitalization Sub-Element described the following factors within the City's control that can affect access to affordable housing:

- **Land Use Controls.** The primary government constraint on housing production is the regulation of land use through zoning ordinances. Sunnyvale maintains a complete range of residential zoning categories from low-density (0-7 d.u./acre) to high-density (up to 48 d.u./acre, not including Density Bonus). Sunnyvale also has a very high proportion of land zoned for mobile homes (445 acres). Some of the land in the higher density categories was previously developed at lower densities. The City currently requires development to be at a minimum of 75% of the permitted density. The current General Plan also provides for a very high density category (43 to 65 d.u./acre, including Density Bonus). One parcel was rezoned for this very high density to accommodate a single-room occupancy (SRO) facility. In addition, Sunnyvale uses the Planned Development (PD) Combining District, which allows consideration of deviations from development standards specifically to accommodate a variety of development types and to improve design and amenities.
- **Site Improvements.** The Sunnyvale Zoning Ordinance requires housing developers to provide off-street parking, wiring for electrical and telecommunications, including undergrounding of utilities, and open space for all residential development. For multifamily units, developers are also required to provide secure storage space and landscaping. While these requirements all increase the cost of housing, they are consistent with current market demand and similar to requirements in other Bay Area communities. The Planning Commission and City Council may reduce parking requirements on a case-by-case basis.
- **Subdivision Ordinance.** The City requires cross gutters; curbs and gutters; sidewalks; street name signs and traffic control signs; street paving; street trees; ornamental street lighting system; sanitary sewage collection and pumping system; water distribution and fire protection system; storm water drainage system fences along lot line adjacent to proposed or existing surface water drainage channels; fences and landscaping along rear lot lines of lots backing upon streets or highways; off-tract improvements, wherever such improvements are required for the general health, safety and welfare, and where conditions necessitating such improvements are caused or aggravated by the subdivision; and the dedication of rights-of-way or granting of easements when necessary for the proper layout and maintenance of facilities. While Sunnyvale's requirements are not unusual for California cities and are designed to meet health and safety requirements, they add to the cost of housing.
- **Fees and Other Exactions.** Planning fees are intended to reflect the actual cost of processing applications. Developers of single and multifamily housing projects may also be required to dedicate land for parks or pay an in-lieu fee. Park land dedications are

calculated at the general plan standard of 1.25 acres per 1,000 residents. Where land dedication is not feasible an in-lieu fee will be assessed based on the land requirement and the fair market value of land.

- **Local Processing and Permit Procedures.** Sunnyvale has a One-Stop Permit Center to process building permits, building inspections, use permits, business licenses, code compliance, housing services, plan checking, planning permits, economic development, and other general services. The One-Stop Permit Center is comprised of a team of City Staff from the Community Development Department, Public Works Department and Public Safety. The team effort by these individuals results in fast and convenient service to Sunnyvale customers. Some of the services provided are:
  - Coordinated customer contacts with appropriate staff representatives;
  - Related services in a central location;
  - Streamlined permitting process;
  - Computerized land use information and permit tracking system;
  - Plan checks and permit issuance combined in one location; and
  - E-permit processing, the City's on-line version of a one-stop permit center.

Sunnyvale also had a substantial amount of land zoned for industrial uses that became obsolete and under-used because it was Class C or lower industrial and used predominantly by smaller manufacturing and repair firms. The City rezoned eight industrial areas with an Industrial to Residential Combining District (ITR) to encourage their re-use and redevelopment for housing. The ITR district allows industrial, office, commercial, and residential uses to exist within the same district while gradually converting to residential use. The ITR Combining District includes approximately 263 acres with a potential for 6,196 dwelling units.

The City has also created two specific plans to encourage mixed use development. The Downtown Specific Plan covers approximately 150 acres and includes specific criteria for each block in the downtown. The 101/Lawrence Site Specific Plan aims at creating a self-supporting urban village with a mix of uses that includes high density residential; this Plan has been fully implemented.

Finally, Sunnyvale provides density bonuses for affordable housing in accordance with state law (Zoning Ordinance §19.66.080). The density bonus is used in conjunction with the City's inclusionary zoning Below Market Rate (BMR) housing program. Developers may be granted a density bonus of 15-40% depending on the affordability levels of the project.

### **Priority J-1: Seek to Remove Barriers to Affordable Housing (High Priority)**

An adequate supply of housing for all income groups has become an increasingly difficult goal to achieve. Housing costs continue to rise (even in a sluggish economic climate), due to strong demand for housing, low mortgage interest rates, higher construction costs, and the decreasing supply of vacant and developable land. Rental property owners are especially sensitive to increases in maintenance and repair costs during periods of flat or declining rents.

The barriers cited above may also provide new opportunities for affordable housing. With the increase in land value for housing, land within the ITR zone has begun to develop for housing at a rapid rate. There are also density bonus incentives to developers to provide low-income affordable units and units for seniors. If the vacancy rate remains high or increases and incomes

either remain stable or decrease, rental rates will either stabilize or decrease (at least in the short term). Lower interest rates encourage developers to target homebuyer and increase the feasibility of homeownership under the City's BMR and other homebuyer assistance programs.

**Five-Year Objectives**

- Implement Housing and Community Revitalization Sub-Element policies and actions to reduce barriers to affordable housing.
- Update Housing and Community Revitalization Sub-Element by June 30, 2007 (or as required by State law).

**Anticipated Funding Sources**

General Fund, CDBG.

**Dollars to Fund:           \$12,000**

**Specific Actions**

The City will undertake the following actions to reduce barriers to affordable housing (from the City's Housing and Community Revitalization Sub-Element):

- Continue to approve residential uses on former industrial land;
- Maintain provisions of the zoning code that permit housing to be constructed in commercial districts after planning review;
- Continue to encourage development of affordable owner-occupied units;
- Continue to provide incentives such as density bonus for land assembly for residential development;
- Review the General Plan annually to ensure that sufficient sites are available to facilitate the creation of additional housing units to meet Sunnyvale's share for regional housing needs;
- Maintain the Industrial to Residential (ITR) combining district;
- Continue to provide incentives, such as a density bonus, for land assembly for residential development;
- Maintain diversity in tenure, type, size, and location of housing to permit a range of individual choices for all current residents and those expected to become city residents;
- Study increasing the density of residential areas near transit stops and along major transportation corridors in conjunction with regional transportation plans;
- Continue the accessory living unit ordinance, required by state law, as a means to increase the supply of affordable housing; and
- Update the City's Housing and Community Revitalization Sub-Element in 2007 as required by state law.

### 4.3.7 Summary of Objectives

Table 4-7  
(HUD Table 2C)

#### Summary of Specific Housing/Community Development Objectives

Obj #	Specific Objectives	Performance Measure	Expected Units	Actual Units*
	<b>Rental Housing Objectives</b>			
A-1	New Construction	units	200	
B-1	Acquisition and Rehabilitation	units	125	
B-1	Preservation of Assisted Rental Housing	units	299	
B-2	Rehabilitation	units	50	
C-1	Monthly Rental Assistance/Move-In Subsidies	households	50	
C-2	Emergency Rental Assistance	households	50	
	<b>Owner Housing Objectives</b>			
A-1	New Construction	units	445	
A-2	Homebuyer Assistance	units	70	
B-2	Rehabilitation	units	75	
B-2	Access Grants	units	150	
B-2	Paint Program	units	100	
	<b>Community Development Objectives</b>			
I-1	Neighborhood Improvements (in block groups with/Low- and Moderate-income concentrations)	individuals	20,000	
	<b>Infrastructure Objectives</b>			
I-2	Accessibility Improvements	sidewalk segments/ curb cuts	275	
H-2	<b>Public Facilities Objectives</b>	Expanded Columbia Neighborhood Center	1	
	<b>Public Services Objectives</b>			
D-1, H-1	Seniors (nutrition, legal assistance, wellness assessment, etc.)	households	6,945	
D-1	Single-Parents	households	300	
E-1	Persons with HIV/AIDS	individuals	25	
F-1, F-2	Fair Housing and Counseling (discrimination complaints, investigations, landlord-tenant mediation, homeowner education, tenants' rights education, etc.)	individuals and families	1,650	
F-3	Continue to participate in countywide fair housing efforts	individuals and families	See F-1	
H-1	Persons with Disabilities		100	
H-1	At-Risk Youth		895	
H-1	Substance Abuse Treatment and Counseling		70	
H-1	Workforce Training, Development, Placement, and Referrals		300	
	<b>Economic Development Objectives</b>			

\*Actual Units represent what may be added in each annual Action Plan.

## 4.4 Anti-Poverty Strategy

Although the poverty rate in Sunnyvale is relatively low compared to other Santa Clara County communities, 5.4% in 2000, certain population groups, such as recent immigrants, large families, and single parent households, have significantly higher poverty rates. Single female heads of households in particular, had among the highest poverty rate in 2000 at 13.3%.

Local service providers who participated in focus group meetings with the City during the development of the Consolidated Plan cite the basis for alleviating poverty is adequate employment opportunities with wages well above the poverty level of income. For many individuals, however, the availability of living wage employment will not meet their needs. Workers must have the necessary education and/or technical skills required for the available jobs. In addition, working families must have accessible and affordable child care. Access to transportation and affordable health care insurance (if not provided by the employer) are also key necessities that allow working individuals and families to stay gainfully employed and avoid poverty. A successful anti-poverty strategy requires a multi-pronged approach to address all of the related needs.

An increase in living wage job opportunities has been a challenge for Sunnyvale and the entire region in the past four years as many of technology jobs were lost. According to the California Employment Development Department (EDD), the civilian labor force declined in Sunnyvale between 2001 and 2004, while the unemployment rate increased, reaching a high of 7.3% in June 2003. The latest monthly average unemployment figures from EDD for February 2005 indicated a 5.2% unemployment rate.

As the local economy improves, it is uncertain whether the key to alleviating poverty, more jobs that pay living wages, will increase. To significantly reduce poverty, the City would still need to pursue a comprehensive supportive service approach that combines education and job skills training, child care (particularly for single parents), access to transportation and health services, and affordable housing. The City's anti-poverty strategy has focused on linking needy individuals and families to supportive services through the primary employment and training agency serving Sunnyvale residents. NOVA as a regional agency collaborates with other service providers to deliver multiple services to individuals and families.

### **NOVA Program**

NOVA is a federally funded workforce development organization. It was formed in 1983 as the North Valley Job Training Consortium (NOVA) in response to Federal legislation, specifically the Job Training Partnership Act (JTPA). In addition, the NOVA Private Industry Council, now the NOVA Workforce Board, was established to guide the agency in its mission to provide low cost and efficient job training and employment programs for the seven NOVA Consortium cities (Cupertino, Los Altos, Milpitas, Mountain View, Palo Alto, Santa Clara, and Sunnyvale). The Board is a private/public partnership made up of representatives from local government, business and industry, labor, education and training systems, employment services, and community support organizations. The City of Sunnyvale administers NOVA on behalf of all the Consortium cities.

NOVA's Strategic Five-Year Local Workforce Investment Plan focuses on several key factors to improving job prospects for individuals in poverty:

- Expansion of networking opportunities and increasing access to knowledge about job opportunities;
- Training workers (through partnerships with other agencies) for the jobs of tomorrow, particularly in information technology and healthcare fields that will pay wages well above the poverty level of income; and
- Emphasis on career self reliance, which includes knowledge of workers' own strengths, the development of "soft skills" in teamwork, communication, and problem solving, and the willingness to upgrade basic skills and acquire new skills.

NOVA addresses the needs of businesses, job seekers, and workers through partnerships with training providers, businesses, nonprofits, and state and local governments. One example is Youth@Work, a year-round program for all youth (ages 14 to 24) that operates at multiple locations within four counties (San Mateo, Santa Clara, Santa Cruz, and Monterey). This program provides an online database for teens interested in finding employment and for employers to list job opportunities. Prior to job placement, youth attend a workshop explaining applications and interviewing techniques.

NOVA also partners with the Social Services Agency of the County of Santa Clara to provide CalWORKs services to Sunnyvale residents. Services begin with an intake and eligibility process in the County District Office located in Mountain View. Once a CalWORKs client has completed their intake process they are assigned a case manager who assists them in reducing barriers to employment and works to determine their educational and skill needs to achieve success in the job market. One of the employment strategies that clients have available is attending the Job Club and Networking Workshops at the NOVA One-Stop Campus. These instructional workshops include job search strategies, resume development, interviewing techniques, and in-depth job search networking and coaching.

NOVA's Career Ladders materials target economically disadvantaged and welfare to work populations who may have limited education and experience. This project provides information on jobs which have minimal entry-level requirements and also allow for career advancement opportunities. Career Ladders highlights skills and the need for basic math, language and soft skills.

NOVA operates programs for:

- Youth employment training;
- Training/retraining adult and dislocated workers;
- Vocational and remedial education;
- Supportive services such as childcare, career advising, and case management; and
- Training for special needs and homeless groups, such as veterans.

Workforce needs are closely tied to the divergence between the skills that lower income individuals possess and the skills sought by employers. Education, ethnicity, and family income are too often predictors of how fully an individual of any age will participate in the new economy. According to the 2000 Census, the highest level of education attainment of all Sunnyvale residents over age 25 was:

- Less than High School - 27%
- High school - 13%

- Two-year college degree - 8%
- Four-year college degree - 29%
- Post-graduate or professional degree - 23%.

Ethnic minorities of Hispanic/Latino and Black/African American origin had significantly lower levels of higher educational attainment according to Census data.

## 4.5 Lead-Based Paint Reduction Strategy

The City of Sunnyvale has a two-tiered approach to the evaluation and elimination of lead-based paint hazards where the problem has been determined to be most prevalent. The City coordinates with the Santa Clara County Public Health Department to reduce lead-based paint hazard. The lead hazard evaluation program, known as the Childhood Lead Poisoning Prevention Program (CLPPP), involves outreach, screening, case management and public education in targeted communities containing concentrations of older housing and low- and moderate-income households. The lead hazard reduction program involves environmental testing, lead hazard education, blood-lead testing for children, hazard reduction grants, and follow-up monitoring and testing.

Through its Housing Improvement Programs, the City offers technical assistance to homeowners and rental property owners to aid them in maintaining, upgrading, and improving their properties. Such assistance includes information on lead-based paint abatement, lead-based paint hazards, and specific information about safe work practices.

The City provides information about lead-based paint hazards and specific information about building hazards and how to abate them with its outreach efforts for the Paint and Rehabilitation Programs. The City also provides training on safe work practices and mitigation of lead-based paint hazards for painting and general contractors.

Homeowners and painting contractors are required to view the "Safe Work Practices" video developed by the City and read the "Lead Paint Safety" field guide prior to participating in the Paint Program.

Staff will continue to be kept abreast of lead-safe housing regulations by attending training and coordinating activities jointly with other local participating jurisdictions.

### Childhood Lead Poisoning Prevention Program

Santa Clara County has been funded by the State of California Department of Health Services and the Federal Center for Disease Control to implement a Childhood Lead Poisoning Prevention Program on a countywide basis. To combat the problem, local lead-prevention activities have been carried out under the direction of the County's Public Health Department (PHD).

The Department has undertaken a strong commitment of fulfilling core public health responsibilities. In recent years, the surveillance program of the Childhood Lead Poisoning Prevention Program has been enhanced and extensive professional and community education has been established through the availability of Federal Center for Disease Control funding. The Department focuses on public and consumer information, particularly for families with children



most at risk for lead poisoning, to identify and eliminate the most common sources of lead in the home.

A major component of the program is the environmental assessment of the residence where a child with elevated blood-lead levels resides. However, the Childhood Lead Poisoning Prevention Program lacks the resources needed to work with the housing industry to combat the deteriorating paint conditions of all housing units containing lead-based paint hazards.

### **Coordination of Lead-Based Paint Reduction Strategy**

The City provides citywide financial assistance to low- and moderate-income homeowners and rental property owners to abate lead-based paint hazards as part of its housing rehabilitation efforts under the Paint Program. Identification and reduction of lead-based paint hazards is also part of Sunnyvale's citywide code enforcement and housing rehabilitation assistance efforts.

The City's Paint Program was established more than 25 years ago and offers \$4,000 for a Paint Loan or \$1,000 for materials for a Paint Grant to homeowners who occupy their home. The Paint loans are a 3% deferred loan for homeowners who are disabled or age 60 and over. Homeowners who are under age 60 and low-income are eligible for the Paint Grant (Reimbursement) Program, which includes the cost of materials and Lead-Based Paint Risk Assessment testing.

## **4.6 Institutional Structure**

This section identifies the institutional structure through which the City will carry out its affordable and supportive housing strategy. The institutional structure includes: private industry, non-profit organizations, and public institutions that deliver the programs outlined in the housing strategy.

Sunnyvale has worked closely with the State, local jurisdictions, and private agencies to coordinate strategies and resources in the community. Specifically, Sunnyvale has maintained its Housing and Community Revitalization Sub-Element in compliance with State regulations. The City supports efforts by the County and surrounding cities, the Housing Authority, and local non-profit organizations in their efforts to provide adequate and affordable housing for residents of Santa Clara County and specifically residents of the City of Sunnyvale. The City participates in regional efforts to leverage private and local government resources with federal resources for the provision of affordable housing and/or supportive housing and services for residents of the regional community.

Sunnyvale works with the County of Santa Clara to secure mortgage credit certificates for first time homebuyers as well as bond financing and refunding of tax free mortgage revenue bonds for rental housing. Since most support service agencies are County based. The City continues to cooperate with the County and the County Housing Authority on their applications for funding of various programs, as well as coordinating the delivery of social services throughout the community.

An on-going partnership continues with the North Santa Clara County (SCC) cities. The development of the "Analysis of Impediments to Fair Housing" (AI) and the information in the Countywide Fair Housing Study of 2003 was a catalyst for further actions that resulted in the development of a specific Request for Proposals for Fair Housing Services entered into jointly by

the cities of Mountain View, Palo Alto and Sunnyvale. This type of collaboration was the first of its type between the northern regional cities of Santa Clara County. The goal was to obtain expanded services for each city's residents at a cost-effective rate. Staff worked on all aspects of the criteria development, interview and ranking process and the final contract negotiations.

Outreach and public information about fair housing has significantly expanded as a result of the competitive process and joint contract. In addition, Sunnyvale organized a focus group of countywide participants to determine the composition and mission of a Countywide Fair Housing Task Force that was a recommended action item in the Countywide Fair Housing Study and included in Sunnyvale's AI. The Task Force has completed its first year of functioning and has made progress on many regional issues.

The institutional structure for implementation of the Consolidated Plan includes: private industry, non-profit organizations, and public institutions that deliver the programs outlined in the housing strategy. The City does not intend to take any actions to significantly change the institutional structure during the five-year Consolidated Plan period. The City coordinates with nonprofit organizations that focus on specialized services which benefit Sunnyvale residents, such as Project Sentinel for fair housing education and counseling and Lenders for Community Development for individual development accounts.

As described in **Chapter 1**, the City coordinates its activities with other public agencies through an informal countywide collaborative and with local/regional nonprofit organizations in the delivery of public services and facilities for special needs groups. This collaborative approach helps address gaps in services, although gaps in service are generally due to inadequate funding to meet 100 percent of needs.

Among the coordinating actions in which the City has participated in the preparation and implementation of the Consolidated Plan and implementation of both CDBG and HOME Progress are:

- Ongoing quarterly meetings with representatives of each jurisdiction in Santa Clara County responsible for CDBG program implementation to share program knowledge and work collectively with HUD;
- Collaboration in the preparation of housing market, housing needs, and homeless needs sections of each jurisdiction's consolidated plan;
- Participation in a countywide task force to identify and address fair housing issues;
- Participation in the Housing Trust Fund of Santa Clara County, to which many of the jurisdictions in the County contribute; and
- Collaboration on several jointly funded projects including Reception Center Homeless Shelter, Homes, HomeSafe Housing Project, Cupertino Community Services Housing Project, Our House Youth Homeless Shelter and Stoney Pines Housing Project.

## 4.7 Housing Authority Strategy

The Housing Authority's strategy for serving low- and moderate-income households in Sunnyvale include the following actions from its five-year plan (adopted in 2000). The City continues to work with the Housing Authority to implement these strategies in Sunnyvale.

- **Expand the supply of assisted housing** by applying for additional rental vouchers, seeking the maximum amount of funding from HUD to which the Authority is eligible, reducing public housing vacancies (vacancies are typically at 1% or less), and leveraging private or other public funds to create additional housing.
- **Improve the quality of assisted housing** through high quality public housing management (the Authority has consistently been a high performer with ratings of 90% or greater), improve voucher management, and complete 100% of annual inspections and re-certifications on time.
- **Increase assisted housing choices** through voucher mobility counseling, rental property owner outreach workshops, outreach efforts to potential voucher landlords, voucher payment standards that reflect local market conditions and provide sufficient incentives for property owner participation, and implementation of a voucher homeownership program.
- **Provide an improved living environment** by de-concentrating poverty (bringing higher income public housing households into lower income developments), participating in Work Force Board Investment activities as a mandatory partner, and using the voucher program for homeownership.
- **Promote self-sufficiency and asset development of assisted households** by seeking to increase the number and percentage of employed persons in assisted families through TANF, CalWorks, and WIA program, providing or attracting supportive services to improve assistance recipients' employability, providing or attracting supportive services to increase independence for the elderly or families with disabilities, and supporting the Family Self-Sufficiency Program.
- **Ensure equal opportunity and affirmatively further fair housing** by undertaking affirmative measures to ensure access to assisted housing regardless of race, color, religion, national origin, sex, familial status, and disability; undertaking affirmative measures to provide a suitable living environment for families living in assisted housing, regardless of race, color, religion, national origin, sex, familial status, and disability; and undertaking affirmative measures to ensure accessible housing to persons with all varieties of disabilities regardless of unit size required.